

Answer key

Unit 1 Making contacts

1, 2, 3 4 & 5 Students' own answers

Conference venues

1

Venue A (Disneyland® Paris) = 2
 Venue B (Hilton Hotel in Cancún, Mexico) = 1
 Venue C (Burj Al Arab Hotel in Dubai) = 3

2

- a Venue C (height of the building in metres)
- b Venue B (number of rooms)
- c Venue C (floor with conference facilities)
- d Venue A (number of people the convention centre can house)
- e Venue B (discount available on special value dates)
- f Venue A (size of exhibition space in square metres)
- g Venue C (size of deluxe suites in square metres)
- h Venue A (number of meeting rooms)
- i Venue B (length of private beach in metres)

3

Venue A: a 2 b 3 c 1 d 6 e 4 f 5
 Venue B: a 3 b 1 c 2 d 5 e 6 f 4
 Venue C: a 2 b 3 c 1 d 6 e 4 f 5

4 Students' own answers

Who's who?

1

- a by d at g for
- b with e to h at
- c in f in i on

2 Students' own answers

3

- 1 Siemens; director of R&D; Munich; Hilton; data security; headhunted from Philips at double his previous salary
- 2 Sony®; head of research; UK; Sheraton; new generation gaming systems; may lose his job if Sony move their R&D to Frankfurt and appoint a German instead of him
- 3 Warsaw University of Technology; professor; Warsaw; Marriott; innovation strategies; quite influential and things can go badly for you if you get on the wrong side of her
- 4 Cisco; head of technical department; the Netherlands; Hyatt; new server technology; was the boss of one of the speakers, she fired her when they disagreed about the management of a project

Taboo or not taboo?

1 Students' own answers

2

	Topics of conversation	Do the speakers get on?
a	Russia, work, drink	yes
b	food, astrology	no
c	speaker's talk, conference, weather	yes
d	work (the merger), rail strikes	no
e	watch, hotel, Mexico, food	yes

Keep the conversation going

1

- a Is this your
- b What do you
- c Can I get
- d What line of
- e Try one of
- f Have we met
- g If you'll excuse
- h It's been nice
- i I really enjoyed
- j How are you
- k Isn't this weather
- l Would you excuse
- m I must just
- n Do you know
- o Can I get

2

- a a, c, e, f, i, j, k, n, o
- b b, c, d, e, j, k, n, o
- c g, h, l, m

At a conference party

1 Students' own answers

2

So, who do you work for?
 Is this your first time in Paris?
 And what do you do there?
 How are you enjoying the conference?
 Where are you based?
 Are you giving a presentation?
 How's business?
 Do you know many people here?
 Can I get you a drink?
 So, where are you staying?
 Where are you from originally?
 Can I get you anything from the buffet?

3 Students' own answers

Language links

Vocabulary

- a** up; plant
- b** in; distributor
- c** off; workers
- d** out; product
- e** of; job
- f** to; office
- g** under; takeover
- h** with; supplier
- i** for; contract
- j** down; factory

Grammar

1

- a** **A** *Does he work* for the BBC?
B No, he *doesn't* work for them anymore. He *works* for CNN.
- b** **A** *Where do you work*?
B I *work* for a design company in Frankfurt.
- c** At our firm, we *don't* work on Friday afternoons.
- d** On Mondays our CEO usually *flies* to Oslo.

2

- 1** b, f **3** e, g
- 2** c, h **4** a, d

3

- 1** a, e **2** d **3** b, c

4

- a** do you do **f** Are you giving
- b** I'm **g** I only come
- c** Do you know **h** are you staying
- d** are you enjoying **i** I usually stay
- e** I guess **j** you aren't doing

Phrase bank

- a** 9 **b** 6 **c** 4 **d** 2 **e** 10 **f** 5 **g** 11
- h** 7 **i** 1 **j** 8 **k** 3

Unit 2 Making calls

1

- A** misunderstood **F** lost
- B** sounded **G** wished
- C** had **H** tried
- D** kept **I** wanted
- E** shouted

2

The caller gets angry because the person who answers the call is abrupt and doesn't give full answers, which gives the impression of rudeness or lack of interest in the caller's reason for calling.

3

Hello, accounts department. Marius Pot speaking.

4

He hesitates a lot and has not prepared what to say.

5

This is Ramon Berenguer from Genex Ace Pharmaceuticals. Can I speak to Catherine Mellor, please? It's about an invoice.

6 Students' own answers

7 & 8

Suggested answers

- a** Can I help you?
- b** Can I ask who's calling? / Can I have your name, please?
- c** Can/Could you spell that, please?
- d** Can I give her a message?
- e** Can you tell him I called?
- f** Can you read that back to me?
- g** Can you speak up, please?
- h** Can you tell me when she'll be back?
- i** Can you get back to me within the hour?
- j** Can you ask him/her to call me back?
- k** Can I get back to you on that?
- l** Can I leave a message?

Voicemail

1

- a** 4 **b** 1 **c** 2 **d** 6 **e** 3 **f** 5

2

- Message 1 About five
- Message 2 It was finished on time.
- Message 3 The quarterly accounts
- Message 4 This morning
- Message 5 Last week
- Message 6 Students' own ideas

3

- /d/: phoned, explained, emailed, delivered, called, tried
- /t/: faxed, finished, talked, despatched, discussed, booked
- /ɪd/: corrected, wanted, started, included, expected, waited

4

Suggested answers
See Listening script below.

- b** Lisbon is the capital of Portugal, so the French negotiating team would not have their headquarters there.
- c** Dutch is the language of the Netherlands, not Denmark.
- d** If the managing director is 70, then his grandfather is unlikely still to be alive, let alone running the company.
- e** A company called Network Software is more likely to make computer software than domestic appliances.

The briefing meeting

- a** Daniel Cash
- b** VP for corporate finance
- c** Hall
- d** in charge of corporate loan department
- e** White
- f** mergers and acquisitions specialist
- g** Sellers
- h** interpreter
- i** Empire House
- j** leading the negotiations
- k** two o'clock tomorrow
- l** 13th

Language links

Vocabulary

- a** on
continue = move on; accept = take on; rely = count on; wait = hold on
- b** out
say = point out; discover = find out; do = carry out; solve = sort out
- c** off
fire = lay off; end = break off; cancel = call off; postpone = put off
- d** up
rise = go up; raise = put up; arrange = fix up; develop = build up
- e** down
reduce = cut down; relax = calm down; reject = turn down; decrease = go down

Grammar

1

clever 1, hot 3, dirty 4, helpful 5, hard 1, heavy 4, high 1, global 5, bad 6, wealthy 4, easy 4, rich 1, sad 3, thin 3, fat 3, late 2, effective 5, reliable 5
One- and two-syllable adjectives tend to take the *-er* and *-est* endings, sometimes with changes of spelling. Three-syllable adjectives use *more* and *most* to form the comparative and superlative.

2 Students' own answers

3

- a** world's highest
- b** much better
- c** a lot more
- d** little safer
- e** even worse
- f** by far the lowest
- g** compared with
- h** 10% longer
- i** twice as likely
- j** significantly happier
- k** as famous as
- l** a little more

Phrase bank

- a** ... didn't hear?
- b** ... didn't understand?
- c** ... understood differently.

The effect of using the words in brackets is to make the expressions less direct and therefore more polite.

Unit 4 Listening

1 & 2 Students' own answers

3

- 80%: according to research by Roffey Park, 80% of managers do not listen well
- 4-5: people can think four to five times faster than they can speak
- 700wpm: 700 words per minute is the speed at which people think
- $\frac{3}{4}$: according to Nichols and Stevens, three-quarters of the average employee's working day is spent in conversation
- $\frac{1}{2}$: approximately half of that time they are required to listen
- 25%: most employees are only 25% effective as listeners
- \$50,000 and \$14,000: Nichols and Stevens estimate that an employee earning \$50,000 a year is paid \$14,000 of that not to listen
- 2:1: the number of ears we have relative to our one mouth!

4

Suggested answers

Extract a

James is a particularly inattentive listener, whose mind seems to be on something else throughout the conversation. Perhaps he believes in multitasking, but it sounds like he's not very good at it! Perhaps Ingrid should have realized sooner that it would be better to come back later when James is not so distracted.

Extract b

Tim and Nicole both seem to want to talk at the same time! There's far too much interruption throughout their conversation. Of course, as Tim points, out, this is a conversation they've had many times before, but the fact that they're having it again suggests that they finally need to listen to each other.

Extract c

Mr Hepburn has the unfortunate and irritating habit of finishing other people's sentences for them. Occasionally, this can show that you're paying attention and listening closely to what the other person is saying. But, more often, it makes the other speaker feel like they're an unnecessary part of the conversation. And, of course, the danger is that you assume you know what the other person is going to say when you don't – as Mr Hepburn finds out to his cost!

5

a 4 b 1 c 5 d 2 e 6 f 2

6

- Extract 1 Topic: Making training and development more efficient; Skill: Test understanding
- Extract 2 Topic: Using digital business cards at an Expo event; Skill: Encourage
- Extract 3 Topic: Replacing a project team member; Skill: Inquire
- Extract 4 Topic: Implementing change; Skill: Summarize

7

a 4 b 1 c 2 d 3

8 & 9 Students' own answers

Management scenario A: The networking event

1

- a In the OXO2 Events Space at the OXO Tower Wharf in London on 27 June.
- b CIO = Chief Information Officer (sometimes referred to as CTO, Chief Technology Officer), MIS = Management Information System.
- c There's going to be a short talk by Adrian Moore, CIO for Radcliffe Hotels followed by a mix-and-mingle session with a gourmet breakfast.
- d It's to help delegates to keep in touch and develop business relationships with the contacts they make (and the ones they didn't get the opportunity to speak to) after the event.

2 Students' own answers

3

a 1 b 3 c 4 d 2

4

- The autobiographer 2 ☹ (Anton is unable to get a word in!)
- The time waster 4 ☺ (Anton successfully manages to get an appointment, but his contact does not yet seem ready to buy.)

- The escape artist 3 ☹ (Anton is left with someone he didn't plan to speak to while his contact goes and talks to someone else.)
- The hard seller 1 ☺ (Anton successfully makes his escape.)

5

- a Students' own answers
- b Suggested answer

Anton clearly needs to be better at politely bringing unproductive conversations to a close. He also needs to be more assertive with people who dominate conversations. With people who don't give him their full attention, he should offer to talk to them at another time.

6 Students' own answers

7

Suggested answer

Anton starts the conversation by referring to a talk he saw Fischer give at a conference the year before and paying him a compliment about it. (Rule number one: Start with small talk.) He listens well and uses what Fischer tells him about failing to reach a deal with FIS on a previous occasion as the basis for setting up another possible meeting. He reinforces this by offering to introduce Fischer to an ex-colleague from business school. (Rule number three: Find out what you can do for others.) He closes by agreeing to meet in a few weeks if Fischer is still interested in FIS's new app store. (Rule number four: Keep it short and arrange to meet again.)

8 & 9 Students' own answers

Unit 5 Business travel

1, 2 & 3 Students' own answers

On the move

1

- In the taxi: 7, 12, 16
- At check-in: 2, 4, 10
- In departures: 8, 13, 18
- On the plane: 5, 9, 15
- At customs: 3, 11, 14
- At the hotel: 1, 6, 17

2

a 2 b 3 c 4 d 1 e 6 f 5 g 8 h 7

3

- borrow your mobile?: a
- buy some stamps?: a, b, e, h
- hurry or I'll miss my plane?: b, e
- which terminal I need?: d, f
- lending me some money until I find a cashpoint?: c
- to wait outside for five minutes?: f

Travel tips

1

- a** business; pleasure
- b** movies; view
- c** travellers; lines
- d** thing; problem
- e** connections; flights
- f** work; plane
- g** evening; destination
- h** children; passengers
- i** water; bags
- j** receipts; cards
- k** magazines; newspapers

2 Students' own answers

The nightmare journey

Students' own answers

Transatlantic crossing

1, 2 & 3 Students' own answers

4

- wealthiest neighbourhood: richest residential area
- on a first-name basis: sees them so often that they call each other by their first names as friends would
- are drawn together by: are connected by
- flows: moves
- boom: a period of expansion and prosperity
- real estate: buying and selling land and buildings
- trendy: fashionable
- penthouse: an expensive top-floor apartment/flat (usually the best in the building)

Where in the world?

1

- a** NY **b** NY **c** NY **d** NY **e** L **f** L **g** NY
- h** L **i** L **j** NY **k** NY **l** L **m** L **n** L
- o** NY **p** L **q** NY **r** L

2

- London: 2, 4, 5, 8 (clues: quid, pounds, Underground; day return, boot, taxi; bill, chemist's; petrol station, roundabout)
- New York: 1, 3, 6, 7 (clues: rest room, elevators; shopping mall, drugstore, parking lot; blocks, cab, subway, bucks; round trip, cart, phone booths, quarters)

In arrivals

1

	Conversation 1	Conversation 2	Conversation 3	Conversation 4
Have the speakers met before?	no	yes	no	no
What topics do they discuss?	flight, weather	family, promotion	business, flight	business colleagues, tiredness
What plans do they make?	go to hotel; meet Mr Hill in a couple of hours	have lunch; go to office; Greg is staying with Caroline	meet team this afternoon; relax in evening	go to hotel; meet in 45 minutes

2

- a** must **d** how **g** sends
- b** Let **e** got **h** get
- c** booked **f** okay **i** meet

3 Students' own answers

Language links

Vocabulary

- a** flight **g** movie **m** arrivals
- b** the airport **h** sleep **n** traffic
- c** check-in **i** destination **o** hotel
- d** shopping **j** control **p** your things
- e** lounge **k** bags **q** a meal
- f** plane **l** customs **r** night

Grammar

1

- a** Could you make some coffee, please?
- b** Would you please remember to use the spell check in future?
- c** Could I have a word with you in private?
- d** Is there somewhere where I could plug this mobile in?
- e** Would you mind checking these figures again?
- f** Could you tell me how this computer works, please?
- g** Do you happen to know the phone code for Greece?
- h** Do you think I could ask you to work overtime this evening?

2

- a** Could I have a window seat, please?
- b** Would you mind helping me with my bags, please?
- c** Do you know where there is a cashpoint?
- d** Would you mind changing this £20 note?
- e** Could you drive a little slower, please? / Do you mind not driving so fast?
- f** Would you mind lending me your mobile?
- g** Is there somewhere where I could recharge my laptop?
- h** Could you give me three separate receipts, please?
- i** Could you tell me the time, please?
- j** Do you happen to know how far it is to the airport?

Phrase bank

- a You must be
- b How
- c Let me
- d We've booked
- e Okay, I'll
- f Can you
- g Could I
- h What time do
- i Could you tell me

Unit 6 Handling calls

1 Students' own answers

2

Suggested answers

Business phone calls can reduce productivity because of the time they take up. Even a modest reduction in calls can increase productivity. Most business calls are not important enough to justify executives stopping what they are doing to answer them.

Devices such as the Blackberry can become so much a part of business people's lives that they think they are receiving calls even when they aren't. Overuse can also lead to medical problems.

Addiction to mobile phones can intrude into your personal life. People are becoming incapable of ignoring ringing phones no matter what else they are doing at the time.

3

- a busy; ring
- b disturbed; hold
- c possible; answer
- d expecting; pick up
- e important; leave
- f real; unplug
- g out; divert

4 Students' own answers

Asking politely

1

- a if possible
- b if you can/would
- c if you would/can
- d if you're not too busy
- e if you've got time/a minute
- f if you've got a minute/time
- g if it's not too much trouble

2

Could you ...?

- email me my flight details
- let me have a copy of the report
- get on to our supplier
- get back to me within the hour
- take a quick look at the proposal
- arrange for somebody to meet them at the station
- set up a meeting with the heads of department
- send their accounts department a reminder
- fix me an appointment
- book the conference room for three
- fax the figures through to me
- organize a tour of the plant for some visitors

3 Students' own answers

Unexpected phone calls

1

Call 1 d Call 2 c Call 3 a Call 4 b

2

Call 1

a The receiver doesn't speak English well and thinks the caller wants a car, rather than that she works for *What Car?* magazine.

b He gets someone who speaks better English.

Call 2

a He says he is in a meeting and asks the caller to email the figures.

Call 3

a He is unprofessional, informal and casual.

b A pension fund.

Call 4

a At the Expo in São Paulo.

b An introduction to the boss.

3

Call 1

a Can you put

b I'm afraid I

c Can you speak

Call 2

a I'm calling about

b I'm afraid I

c Can you call

Call 3

a What can I

b Do you know

c Who am I

Call 4

a I'm sorry to

b Can I ask

c Can you give

4

a Okay, I'll see what I can do.

b Okay, I'll see if I can reach him on his cellphone.

c Okay, I'll call back later.

d Okay, I'll do that right away.

e Okay, I'll speak to you later.

f Okay, I'll wait to hear from you then.

g Okay, I'll sort something out.

h Okay, I'll get someone who speaks better English.

i Okay, I'll get back to you tomorrow.

5 & 6 Students' own answers

Language links

Vocabulary

- | | | |
|-------------|------------|--------------|
| 1 do | 14 listen | 27 Get |
| 2 fax | 15 put | 28 postpone |
| 3 Check | 16 Meet | 29 Finish |
| 4 get | 17 Crash | 30 phone |
| 5 circulate | 18 Arrange | 31 Leave |
| 6 delegate | 19 Pick | 32 Hit |
| 7 Update | 20 Give | 33 celebrate |
| 8 running | 21 Make | 34 blew |
| 9 Hold | 22 missed | 35 Screwed |
| 10 cleared | 23 Break | 36 Feeling |
| 11 Print | 24 Contact | 37 Draft |
| 12 Grab | 25 Fix | 38 hand |
| 13 Cancel | 26 can | |

Grammar

1

- a Will you help me?
- b Stop making personal calls or I'll charge you for them.
- c I expect the company will do well.
- d I won't accept anything less than 2%.
- e Don't worry, he'll phone you back within the hour.
- f I'll take that call if you like.
- g I'll send the figures right away.

2 1 c 2 g 3 f 4 a 5 e 6 d 7 b

3

- a A I really need that report today.
B I'll finish it this morning.
A Okay, I'll look forward to seeing it.
- b A My plane gets in at seven.
B I'll come and meet you at the airport.
A Great. I'll see you there, then.
- c A I'm just off to a meeting.
B I'll phone you later, then.
A Fine, I'll just give you my mobile number.
- d A Eva's off sick today.
B I'll have to speak to her, I'm afraid.
A Okay, I'll see if I can reach her at home.
- e A She wants to see you – now!
B I'll be right there.
A Good. I'll tell her you're on your way.

4

- | | |
|---------------|-----------------|
| a busy, later | e make, know |
| b give, right | f wait, details |
| c desk, look | g leave, okay |
| d try, time | h nothing, away |

Phrase bank

- a P b D c D d E e P f D g E
h P i D

Offering assistance

- | | | |
|--------|---------|-------|
| a see | e get | i get |
| b get | f call | j get |
| c see | g speak | |
| d sort | h do | |

Ending a call

- | | |
|--------|--------------|
| a have | c get; Speak |
| b keep | d got; Catch |

Unit 7 Making decisions

1 & 2 Students' own answers

The art of decision-making

1, 2 & 3 Students' own answers

The decision-making process

1

- a consider the options 3
- b define your objectives 1
- c collect information 2
- d monitor the effects 6
- e implement your decision 5
- f choose the best course of action 4

2

1 a, j 2 c, f 3 e, k 4 b, h 5 d, i 6 g, l

The language of meetings

1

- | | | |
|--------------|------------|---------------|
| a business | g point | m suggestions |
| b moment | h saying | n here |
| c disagree | i on | o mean |
| d clear | j question | p today |
| e think | k later | q afraid |
| f understand | l break | |

The advice is: Stick to your agenda.

2

p I think that's as far as we can go today.

3

1 a 2 e 3 b, n 4 h 5 l 6 i 7 o
8 c 9 g 10 d, f 11 k 12 m 13 j 14 p, q

4

a 4 b 8 c 6 d 7 e 3 f 2 g 5 h 1

The decision-making meeting

1

- | | |
|---------------------|----------------------|
| a current turnover | f brand awareness |
| b profit margins | g commercial success |
| c bestselling brand | h front-page news |
| d combined earnings | i film series |
| e key factor | |

2

the 007 brand name, the actors playing Bond, the Bond character

3 & 4 Students' own answers

Language links

Vocabulary

1

Verbs:

a hike b raise c freeze d cut e slash

Adjectives:

f soaring g rising h stable i falling j plunging

2

a record e crippling
b huge f heavy
c modest g moderate
d reasonable h slight

3

break into (the) market
be forced out of (the) market
competitive market
declining market
dominate (the) market
enter (the) market
flood (the) market
growing market
mass market
niche market
market challenger
market forces
market leadership
market research
market saturation
market share
market supply

4

a saturation; flood
b niche; dominate
c challenger; leadership
d competitive; been forced out of

Grammar

1

Extract 1

A d B a A e B h A f B c A b B g

Extract 2

A g B c A f B e A b B a A h B d

2

If-clause: Present Simple, Past Simple, *can* + infinitive, *going to* + infinitive, Present Continuous

Main clause: *will* + infinitive, *could* + infinitive, *might* + infinitive, Present Simple, *may* + infinitive, *would* + infinitive, *going to* + infinitive, *can* + infinitive, Present Continuous

Both: *can* + infinitive, Present Simple, *going to* + infinitive

3

a Supposing they offer you a promotion, what will you do?
b Provided that the market research is positive, we'll go ahead with the new design.
c Unless we lower the price, we'll lose the contract.
d You can go to the conference as long as you give a talk.

Phrase bank

a 5, 9 b 1, 12 c 2, 7 d 4, 10 e 6, 11 f 3, 8

Unit 8 Influence

1 & 2 Students' own answers

3

Authority is given to you by your employers and is connected to your status in the company hierarchy. Influence is a personal skill which enables you to communicate more persuasively. It has nothing to do with status. Some people naturally have it; others don't. But it can be developed.

4 Students' own answers

5

Suggested answers

Subordinates need to be motivated, given a sense of autonomy, praised when they do something well and you need to show a certain amount of empathy with their situation. A bit of personal warmth can also go a long way. Peers will be more open to your suggestions if they like you, feel they owe you a favour or have helped you out in the past. Flattery can also work well – as long as you sound sincere!

Superiors will be more convinced by your arguments if you address their personal concerns, use the power of consensus or uniqueness, and back up your proposals with some hard facts.

6

a The speaker wants Édouard to look at a design brief. ↓
b The speaker would like to take some unpaid leave. ↑
c The speaker needs Pam to entertain some Japanese guests. →
d The speaker thinks the company should attend the Moscow trade fair. ↑
e The speaker would like Rafael to run an induction session for him. →
f The speaker would like Heather to lead negotiations with GMK. ↓

7

- a understand the pressure: the speaker sympathizes with Édouard's heavy workload.
- b mission-critical: the speaker stresses the importance of the task.
- c motivate: the speaker stresses the change to Édouard's routine.
- d non-job-related work: the speaker refers to John's attitude to managers doing this.
- e cost-conscious: the speaker refers to John's desire to save money (and also appeals to consistency).
- f consistent: the speaker refers to a previous occasion in which Pam helped.
- g flattery: the speaker tells Pam that she is better than him at entertaining guests.
- h consensus: the speaker emphasizes that the company's competitors all think it's a good idea to attend the Moscow trade fair.
- i data from reliable expert sources: the speaker uses an independent report to address Simone's concern about costs.
- j good working relationship: the speaker stresses the friendly relationship he has with Rafael.
- k owe a favour: the speaker reminds Rafael of a favour he did him recently.
- l consistent: the speaker points out that the last time Rafael did him a similar favour, he enjoyed it (also some motivation here).
- m praise: the speaker compliments Heather on earlier work.
- n motivate: the speaker refers to the greater responsibility Heather is capable of taking on.
- o motivate: the speaker challenges Heather and appeals to her sense of self-worth and ambition.

8 Students' own answers

Management scenario B: Meetings on the go

1

- a He can't give the presentation he's supposed to give at the Infotech conference in Paris next week because his grandfather is seriously ill back home in the States and he wants to fly out to see him.
- b He wants Heather to stand in for him at the conference and give the presentation.
- c He sounds fairly desperate! He says Heather's his last hope.
- d It's hard to say no to people who ask you favours, especially when they're in an unfortunate situation. However, you do also have to consider your own situation if doing them the favour is going to make life very difficult for you.

2

Suggested answers

Alan uses flattery (telling Heather how brilliant she is at presentations), incentives (mentioning 'it's not every day

you get to go to Paris' and how Anton will be impressed by her willingness to step in at the last minute), emotional pressure (he tells her the sad story of his grandfather and implies that, if Heather doesn't help him, he has no further options) and appeals to fairness (pointing out how he did some overtime for Heather when she was doing an evening course). It's hard to say which strategy works best – maybe it's the incentives or the final appeal to fairness.

3

Suggested answer

Heather is certainly authoritative, bordering on aggressive. Of course, she's under a lot of stress and Tony is not proving to be very helpful. Tony is not very accommodating. He does have a genuine point about his training, but his tone is a little disrespectful at times.

4

Suggested answer

Heather ends the conversation with Alan by saying she'll think about it and can't make any promises. But it's going to be quite difficult for her to say no now. By using a firm 'No', or even asking for more time to think about it, perhaps Heather wouldn't have raised Alan's hopes. In her conversation with Tony, she could have been more understanding of his training needs so that they could come to a compromise that would suit them both.

5

Suggested answer

All of the speakers seem to be in a rush and so perhaps they would have done better to fix up meetings with each other when they had a little more time to discuss things. Heather is probably a bit too direct with Tony and Tony seems so determined to refuse more work that he fails to see an opportunity to help Heather out during a very busy week. Given the high-stress environment in which they're all working, getting Heather to appreciate him more may be more useful to Tony in the immediate future than the training he says he needs. Heather does well not to agree to stand in for Alan straightaway, but Alan seems to assume she will now do so. And perhaps she gives too many reasons for why she can't help him – this gives Alan a chance to start negotiating – offering, for example to take on some of Heather's workload when he gets back from the States.

6

Suggested answer

Anton's leadership skills seem to be pretty good in the conversation with Tony. At first, he has to struggle to remember Tony's name, but he recovers quickly from that and shows an interest in what Tony's telling him. He's firm about the work ethic at the company and is careful not to undermine Heather's authority, but accepts that Tony has a case about not getting the training he was promised. He's sensitive to the fact that Tony may be worried about what Heather will say when she finds out he's been talking to Anton behind her back and comes up with a sensible plan of action.

7 & 8 Students' own answers

9

Suggested answer

Alan now has a difficult job trying to persuade Heather to help him prepare for a presentation (which she will not be going to Paris to give) as well as doing all her own work – not to mention the fact that she may have to go back to Milan in the next couple of days as well! To get the outcome he wants, he will probably have to negotiate and offer to share some of Heather's workload when he gets back. Heather can either say she's changed her mind about helping him at this point or perhaps use the situation to her advantage. Maybe she can swap assistants with Alan. Or maybe there are other options.

10 Students' own answers

Unit 9 Small talk

1 & 2 Students' own answers

Getting down to business

1

- a Germany
- b Finland
- c USA
- d UK
- e France
- f Japan
- g Spain and Italy

2

- Extract a: Japan (clues: Sakamoto, Mizoguchi Bank, Usami-san, green tea)
- Extract b: Germany (clues: Berlin, Wolfgang)
- Extract c: Italy (clues: Juventus, Lazio, Italian football, Luigi)
- Extract d: UK (clue: cricket)
- Extract e: Finland (clue: Finland)
- Extract f: USA (clue: New York)
- Extract g: France (clue: president of France)

3

- a Opposite the door, next to Usami-san
- b A few days
- c Professional footballer
- d Chocolate biscuits
- e She was on holiday.
- f 99%
- g The vice-president and the head of finance agree on everything.

4 Students' own answers

5

- a Have you tried; have; had; was
- b has come; was
- c scored; was; Did you see; did; Wasn't it; have ever seen
- d stopped; cancelled; didn't; haven't seen
- e have you been; came
- f copied; 've heard; thought; was
- g Haven't you heard; thought; knew

Talking about experiences

1 & 2 Students' own answers

3

- a city
- b weather
- c economy
- d clothes
- e people
- f movie
- g news
- h job
- i car
- j holiday
- k hotel
- l book

At a conference dinner

Students' own answers

Language links

Vocabulary

1

- a Yes, it was absolutely freezing!
- b Yes, it's absolutely fascinating!
- c Yes, it's absolutely enormous!
- d Yes, it's absolutely tiny!
- e Yes, it's absolutely gorgeous!
- f Yes, it's absolutely boiling!

2

- a Well, it isn't exactly the most interesting I've ever read.
- b Well, it wasn't exactly the most amazing I've ever had.
- c Yes, it wasn't exactly the most exciting I've ever been to.
- d Yes, it hasn't been the most relaxing I've ever had.
- e Well, it wasn't the funniest I've ever heard.
- f Yes, it isn't the safest place I've ever been to.

Grammar

1

- a a point in time: 1; a period of time: 3; both: 2
- b came to America, started a business; Past Simple
- c have been extremely successful, have been the market leader; Present Perfect

2

- ago: a week, a couple of days, over an hour, years, a long time
- for: a week, a couple of days, over an hour, years, a long time
- since: the 1990s, 2001, Christmas, the day before yesterday, half past four, last month, the oil crisis, Thursday

3

- a no
- b no
- c no
- d yes
- e yes, yes
- f maybe, no

4

- a did ... get
- b was
- c didn't mean
- d have noticed
- e wasn't
- f hoped
- g have now decided
- h Have ... heard
- i said
- j wanted
- k haven't done
- l didn't ... tell
- m didn't make up
- n thought
- o has already brought
- p have had
- q haven't ... shown
- r have ever asked
- s was

Phrase bank

- a enjoying
- b staying
- c staying
- d giving
- e going
- f been
- g been
- h made
- i heard
- j seen
- k found
- l tried
- m met
- n met
- o had
- p have
- q meet
- r come/go
- s see
- t read

Unit 10 Email

1 Students' own answers

2

- L: I'm a big fan of ... It's really cool. The really neat thing is ...
- H: I'm not crazy about ... I'm not keen on ... It drives me nuts. That really bugs me. What I can't stand is ... What really annoys me is ...

3 Students' own answers

4

Loves: instant and efficient; fast; direct; jokes and fun emails; don't have to deal directly with people; provides a permanent record; people respond to emails more than phone calls or voicemails

Hates: if sent to many people, no one replies; being cced on emails that are irrelevant to you; spam emails; junk mail, chain emails and jokes; emoticons; people expect an immediate reply; long emails and big attachments; impersonal nature of emails and tendency to be direct and abrupt; bosses can read them

5 Students' own answers

Writing emails

1 & 2 Students' own answers

3

- a 4
- b 8
- c 6
- d 3
- e 1
- f 7
- g 2
- h 5

4

Suggested answers

The three types of grammar words are pronouns, verbs and articles.

Hi Rosa – I've been in meetings all day, so I just got your message plus the attachment. It sounds great – I particularly like your suggestion about the discount rates. One or two points are a bit unclear, perhaps, but basically it's good stuff. You could add something about the packaging.

You've done a nice job, anyway.

I'll see you on Friday. Leo

5

A Hi Louisa

Got your message on 12th September. Sorry, but I can't make the meeting on the 21st. Could you do me a favour and send me a copy of the minutes?

Cheers

Tom Hunt

B Good news: as of 2 Jan we are offering substantial discounts on all orders over €1,000. Shall I send you further details and a copy of our new catalogue?

C Bad news: the board turned down your proposal. Sorry about not getting back to you sooner on this, but I've been in Montreal all week.

D Are we still okay for 3rd May? My flight gets in about 11 am. About my presentation on the 4th, could you make the necessary arrangements? I'm sending you a list of the equipment I'll need as an attachment.

See you next week.

Charlotte De Vere

E Following our telephone conversation this morning, please send me a full description of the problem and I'll pass it on to our technical department.

Thanks. If you have any questions, let me know.

Speak to you soon.

6

Sample answer

Subject: Quarterly figures

Otto

How are you doing? Got the joke you sent me – very funny. Spoke to Cheryl in accounts today. She sends her regards.

On the subject of accounts, I don't seem to have your quarterlies. Did you send them in?

I've emailed you those statistics you wanted, by the way. Hope they come in useful for your presentation. Let me know how the presentation goes. And don't forget those figures.

7

Sample answer

Dear Mr Nordqvist,

Thank you for your hospitality during our stay. Karen and I felt that the meeting was a great success and we look forward to discussing our ideas in more detail.

I passed on your comments to Diane Lee and she assures me she will contact you over the next couple of weeks.

It was a pleasure meeting you and exploring the possibilities of a joint venture between us.

Best wishes

Sam White

8

Sample answer

Dear Mr Nordqvist,

First of all, many congratulations on your recent promotion and also on the birth of your child. Please pass on my very best wishes to your wife.

Thank you for your hospitality during our stay. Karen and I felt ...

Changing arrangements

1

Message 1: a On Wednesday.
b Sarah has to be in Edinburgh on Monday.

Message 2: a It's fully booked.
b Find another hotel for them.

Message 3: a About 45 minutes.
b PowerPoint, projector and screen.

2

- a were hoping to
- b 's not going to be
- c 're aiming to
- d were planning to
- e was going to
- f 're intending to
- g 're going to
- h 're going to

3

1 b, h 2 c, f, g 3 a, d, e

4

Sample answer

Subject line: Arrangements for Nagoya trip

Hi Sarah

Thanks for letting me know about the change of plan. Have booked rooms for you and Peter at Nagoya Holiday Inn. No problem with equipment – have already arranged projector and screen. Have a good time in Edinburgh. Looking forward to seeing you on Wednesday. Let me know flight details and I'll meet you at the airport.

Koichi

You've got mail

Students' own answers

Language links

Vocabulary

1

keyboard; website; search engine; homepage; database; spreadsheet; desktop; help menu; hard disk; banner ad

2

- a surf the Internet
- b enter data into a computer
- c run a program
- d download files off the Net
- e click on an icon
- f transmit a virus
- g crash a computer
- h install software
- i burn CDs
- j send an attachment
- k empty the trash
- l browse the Web
- m upgrade to a better model
- n cut and paste text

3

- | | | |
|--------------|---------------|--------------|
| 1 crashed | 11 program | 21 computer |
| 2 Net | 12 files | 22 ROM |
| 3 emptied | 13 data | 23 keyboard |
| 4 virus | 14 backups | 24 spam |
| 5 emailed | 15 helpline | 25 shut |
| 6 attachment | 16 upgrade | 26 insane |
| 7 error | 17 technician | 27 Resources |
| 8 occurred | 18 desktop | 28 retrain |
| 9 clicked | 19 printer | |
| 10 download | 20 type | |

Grammar

1

a 5 b 2 c 4 d 3 e 8 f 1 g 6 h 7

2

a 2 b 8 c 7 d 1 e 3 f 5 g 4 h 6

3

- a going to
- b intending to
- c planning to
- d aiming to
- e hoping to

4

- a you're giving
- b I will be
- c I'll help
- d isn't
- e I'll still have
- f are going
- g you're going to have
- h I'll give
- i we're going
- j It'll take
- k I'm just going to check
- l I'll be

Phrase bank

a 5 b 8 c 1 d 3 e 7 f 2 g 4 h 6
i 16 j 14 k 15 l 9 m 12 n 13 o 10 p 11

Unit 11 Presenting

1

a talk e contact i language
b knowledge f attitude j preparation
c appearance g voice
d humour h visuals

2 & 3 Students' own answers

Delivery

1 Students' own answers

2

a C b P c P d C e C f P

3 Students' own answers

4

The first thing I figured out / and learned / sometimes the hard way / about entrepreneurship / is that the core / the essence of entrepreneurship / is about making meaning / many many people / start companies to make money / the quick flip / the dotcom phenomenon / and I have noticed / in both the companies that I have started / and funded / and been associated with / that those companies / that are fundamentally founded to change the world / to make the world a better place / to make meaning / are the companies that make a difference / they are the companies to succeed / my naïve and romantic belief / is that if you make meaning / you'll probably make money / but if you set out / to make money / you will probably not make meaning / and / you won't / make / money.

5

See answers to 4 for the underlined strongly stressed words.

We tend to pause after stressed words, which are usually the main 'content words', such as nouns and verbs.

If we pause less often, it sounds more fluent (but not enough pausing can become monotonous and difficult to follow).

If we pause more often, it can sound powerful and dramatic (but too much pausing can sound pretentious or aggressive).

A team presentation

1 Students' own answers

2

a A bank which ...
b Funny kind of bank? Unbelievable? Even a little magical?

c ... efficient, safe and secure; You can, naturally, choose when, where and how to deal with your money.

d A bank designed around you, which doesn't expect you to fit round it.

3

1 b 2 c 3 a 4 d

Structuring a presentation

1

a off b on c back d to e about f of
g for h up

2

1 c 2 h 3 g 4 a 5 e, f 6 b, d

Using visuals

1

a Have b see c point d show e give
f mean

2

rise a
level off g
fluctuate c
peak d
recover f
bottom out e
fall b

A technical problem

1

a 1 and 4
b 1 The number of months since they went online.
2 The number of hits a day nine months ago.
3 The number of months Gary Cale has been with the company.
4 The number of hits a day three months ago.
c Slow access speed, website too complicated, poor search engines.
d To win back customer confidence and to make a profit.
e b
f 1, 2 and 4

2

at the same time: a, b
one after the other: c, d

Giving a short presentation

Students' own answers

Language links

Vocabulary

1

make/stress a point
quote/compare figures
address/raise an issue
describe/refer to a graph
tell/crack jokes
field/deal with questions

2

- a [↓][↗]
- b [↗][↑]
- c [↗][↓][↘]
- d [↗][↑][↗]
- e [→][↘]
- f [↘][↗][↓]
- g [↘][↘]
- h [↘][↑]

Grammar

1

a 2 b 1 c 4 d 3

2

Hello, Inge. Er, sure. I was just going out for lunch, but ...
Well, I saw Dieter the other day ...
Actually, I decided a month ago, but I didn't think anybody knew about it yet.
The whole department was talking about it when I came in ...
They were still talking about it when I left.

3

- a everyone else's departure
- b forgetting your passport, getting halfway to the airport, realizing your mistake

4

- | | |
|-----------------------|------------------------|
| a had been | l got back |
| b decided | m was leaving |
| c was just clearing | n thought |
| d suddenly remembered | o had gone |
| e had happened | p had set up |
| f was | q proceeded |
| g had come | r were enjoying |
| h came up | s heard |
| i did | t had finally built up |
| j set | u crashed |
| k was | |

Phrase bank

- | | |
|------------|---------------|
| a okay | k themselves |
| b started | l earlier |
| c myself | m point |
| d parts | n detail |
| e overview | o perspective |
| f minute | p little |
| g us | q moment |
| h here | r up |
| i on | s talk |
| j graph | t questions |

The advice is: Keep it short and simple

Unit 12 Impact

1 Students' own answers

2

Suggested answers

A lot of presenters overload their visuals with data because they think this will make them look well-prepared and help them remember what to say. Unfortunately, this often leads to them reading out their slides. Not only does this create the impression that they don't know their material, it also confuses the audience, who can read a lot faster than the presenter can speak. So they quickly learn to ignore the presenter and read ahead! A much better idea would be to learn the key points by heart, have the details on numbered hand-outs in case you need them and prepare simple, visually powerful slides to remind you of what to say next.

3

Suggested answers

Bravo! a steady pace with some variation in the voice; good use of pauses; a relaxed posture and conversational but professional tone; simple, striking visuals; a few well-chosen key figures and/or pieces of information; short, relevant (perhaps amusing) stories, etc.

Boring! a hurried pace or over-hesitation; a forced smile; too many ums and ers; fidgeting; little or no eye contact; overcomplicated visuals; too much jargon; too much data; illogical structure; bad jokes; long pointless stories; no reference to the audience, etc.

4 Students' own answers

5

a 4 b 7 c 1 d 6 e 8 f 2 g 3 h 5

6 Students' own answers

7

They don't tell a story.

8

N = Young people (especially male) who want to be able to cook, but can't.

A = A mobile phone app which tells you how to prepare meals with the ingredients you already have.

B = The customer will be able to cook simple, nutritious meals easily; the app logs your favourite meals, alerts you when you're running out of essential ingredients and also when you're not getting a balanced diet.

C = Other apps are just simple checklists and recipes; none of them is as visual or user-friendly; none of them has the extra functions of TastePal.

9 Students' own answers

Management scenario C: Morale problems

1

- a Six
- b The financial climate has affected the performance of all the sales units.
- c Anton's unit has been having morale problems.
- d One with Gabrielle and another with his sales team.
- e She doesn't sound at all happy! She's polite but direct in the first paragraph of her email. And by the second paragraph, she's already become more critical.

2

He blames people (Alan, in particular).

He refuses to listen.

He makes threats (about possible job losses and salary cuts).

He divides the team (by praising some team members and criticizing others).

3

Suggested answer

Anton should not have let his personal stress make him lose control and criticize his team so directly. If this is supposed to be a motivation session, it's a terrible one! He should probably have begun by asking his team to voice their complaints and offer suggestions as to how things could be improved.

4, 5 & 6 Students' own answers

7

Anton begins with a sincere apology, but doesn't overdo this. He admits his mistake and moves on. He is, after all, the boss. He uses the difficult situation everyone is in (and the pressure he is also under from senior management) to unite the team and adds a little bit of humour to keep things light. He knows he was very hard on Alan at the previous meeting, so he makes a special effort to praise him now for his past performance and makes it clear the team needs Alan to succeed. He also promises the newer members of the team that he'll work harder to support them. He uses his long experience at the company to make it clear that his team were not so long ago the best at FIS. This makes it more understandable that he should be disappointed with the performance now. And he makes

the distinction between a sales rep and a consultant to show that he takes his team's expertise seriously and wants them to start working together more collaboratively and professionally. He focuses on intrinsic motivators (teamwork, professionalism, matching past performance) rather than extrinsic ones (salaries, bonuses). He also closes on a joke to put everyone at ease.

8 & 9 Students' own answers

Unit 13 Being heard

1

- a exchange b make c discuss d chat e find
- f criticize g waste

2

- a 5 b 3 c 8 d 1 e 2 f 7 g 6 h 4

3 & 4 Students' own answers

5

- a conflict e things
- b rubbish f people
- c silences g conversation
- d time h room

6

- 1 c (*should*)
- 2 a (*shouldn't*)
- 3 b and d (*have to* and *must*)
- 4 g (*don't have to*)
- 5 h (*can*)
- 6 e and f (*can't* and *mustn't*)

Cultural differences

2 Students' own answers

3

- Extract 1 = Culture 2
- Extract 2 = Culture 1
- Extract 3 = Culture 3

Interruption strategies

1 Students' own answers

2

- a just a minute
- b let me finish
- c no, hear me out
- d hang on a second
- e sorry to interrupt again
- f if I could just finish ...
- g Can I just come in here?
- h Can I just say something?
- i Could I just finish what I was saying?

3

interrupting: a, d, e, g, h
 preventing interruption: a, b, c, d, f, i
 both: a, d

Hang on a minute!

1 & 2 Students' own answers

Meeting across culture

1

- a stick to an agenda; hold up the conversation; negotiate terms; make concessions
- b get underway; is in progress; haggling; rhetoric
- c raise objections; allocate time; exchange emails; reach agreement
- d set up; gets going; back up; goes through
- e talk business; schedule a meeting; work as a team; press for a decision
- f cuts in; win over; overrun; work something out
- g be granted a meeting; follow protocol; clear up a misunderstanding; quote figures
- h mystified; chit-chat; courtesy; premature

2 Students' own answers

Language links

Vocabulary

1

- a the agenda
- b ideas
- c an opinion
- d a point
- e agreement
- f comments
- g an action plan
- h details
- i a decision

2

- a If you ask me
- b Frankly
- c On the other hand
- d Incidentally
- e As a matter of fact
- f Clearly
- g Luckily
- h Overall
- i Strangely enough
- j In short
- k Essentially
- l In theory

Grammar

1

- a 5 b 6 c 2 d 3 e 4 f 1 g 11 h 9
- i 7 j 12 k 10 l 8

2

- a Yes
- b No
- c 1 I couldn't talk to you then.
 2 I hoped we'd meet again.
 3 I had to fly to Geneva.
- d That must be right.
- e 3

- f 4
- g Yes
- h Yes or No
- i Yes
- j Only b is possible

Phrase bank

1

Interrupting: a, b, k
 Preventing interruption: c, g, i, j
 Both: d, e, f, h, l

2

- a 1 b 2
- ➤: b
- ➤: a

3

- 1 f 2 a 3 d 4 c 5 g 6 e 7 b

Unit 14 Snail mail

1 Students' own answers

2

- a mail
- b letters
- c forms
- d trade journals
- e contracts
- f copies; diagrams
- g record; receipts
- h invoices; figures
- i memos; Post-it®
- j questionnaires; report

Communication channels

1

- a to
- b about
- c on
- d for
- e up
- f with
- g on
- h of
- i for
- j for
- k off
- l with

2 Students' own answers

In a rush

1 & 2

The letter should have Ms Ramalho's address at the top left-hand side.
 22nd February
 Dear Ms Ramalho,
 Thank you for your letter of 9 February and for your interest in the new Xenod digital communication system.
 I'm sorry you were unable to attend our presentation in São Paulo last month, but I am delighted to tell you we are planning another one in Brasilia on 30 April.
 In the meantime, I enclose a copy of our latest catalogue and current price list.
 If you have any questions or would like further information concerning our company and its products, please don't hesitate to contact me again.

I look *forward* to hearing from you.
Yours *sincerely* [or *Best wishes*]

Could I see you a moment?

December 3rd

Dear Mr Barghiel,

I am/m writing to confirm our appointment on 7 December.

Of course, I have your *address*, but I *wonder* if you could *send me instructions* on how to get to your office *because* I will be *coming by car*.

Many thanks. I *am very much looking forward to meeting* you.

Yours *sincerely*,

7th May

Dear Dr Garland,

With *reference* to your order (ref No. 606-1), I *regret* to *inform* you that the DCS1 is *currently* out of stock. May I suggest you consider *upgrading* to the DCS2? *If you are interested*, I would be happy to send you *details*.

Let me know if I *can be* of any *further help*.

Yours *sincerely*,

What's missing?

1

- a How are things *with* you?
- b I apologize *for* not replying sooner.
- c Further *to* our telephone conversation yesterday, ...
- d See you *at* the weekend. Best wishes, Jim.
- e I thought I'd send you a copy *of* this article.
- f Sorry I wasn't there *to* meet you when you called.
- g *Yours sincerely*, Brian Green
- h It was *a* great pleasure meeting you last week.
- i Take care *of* yourself.
- j How's it going?
- k Thank you *for* your letter of 6 May.
- l Get back to me *as soon as* you can.
- m I look forward to hearing *from* you.
- n With reference to your fax *of/dated* 3 June, ...
- o I am writing *with* regard to your recent advertisement.
- p I'll be *in touch in* the next couple of weeks or so.
- q *If* I can be *of* any further assistance, do please contact me again.
- r Let *me* know when you're next *in* Zagreb.
- s It was nice talking *to* you *the* other day.
- t Please pass *on* my regards *to* your sales manager, Ms Fontaine.

2

Beginning Formal: b, c, h, k, n, o; Informal: a, e, f, j, s
End Formal: g, m, q, t; Informal: d, i, l, p, r

Crossed in the post

Students' own answers

Language links Vocabulary

1

Dear Mr Savage,

Thank you *for* your letter *of* 12th April. I'm very sorry *about* the difficulties you've had *in* getting one *of* our engineers *to* come and repair the alarm system we installed *in* January. Please accept my apologies. I am as concerned *about* the delay as you are.

The manager who is responsible *for* our after-sales service is new *to* the department and not yet familiar *with* all our procedures, but this is no excuse *for* such a long delay. Rest assured, he is now aware *of* the problem and will arrange *for* an engineer *to* call *at* whatever time is most convenient *for* you. Obviously, this will be free *of* charge. I have also authorized a 10% refund *of* the purchase price.

If you are still not fully satisfied *with* the system, please contact me personally and I shall be happy *to* supply you *with* a replacement.

My apologies once again *for* the inconvenience this has caused you.

2

- | | |
|-------------|--------------|
| a regard | h account |
| b agreement | i view |
| c touch | j pressure |
| d addition | k terms |
| e favour | l accordance |
| f case | m behalf |
| g effect | |

Grammar

- | | |
|-------------------------|-----------------------------|
| a put off writing back | i advise you not to exceed |
| b remember to open | j avoid using |
| c forget to include | k consider enclosing |
| d Forget about spending | l can't trust it to pick up |
| e recommend using | m regret relying |
| f suggest you use | n can manage to get |
| g should aim to sound | o Imagine receiving |
| h should try to keep | p Think about redrafting |

Phrase bank

- a I hope you are well.
- b Thank you for your letter of 12 January.
- c My apologies for not replying sooner.
- d Further to our conversation last Friday ...
- e It was a pleasure meeting you last week.
- f I am writing with regard to our contract renewal.
- g Unfortunately, I am unable to increase the discount.
- h What we can do is to offer you a higher credit limit.
- i Perhaps we could meet to discuss this.
- j I'll be in touch sometime next week.
- k I am enclosing a copy of our new catalogue.
- l If you require any further assistance, please do contact me.
- m I look forward to meeting you again at the conference.

- n I look forward to hearing from you soon.
- o Yours sincerely, ...

Unit 15 Solving problems

1

- | | | |
|-----------|----------|---------------|
| a morning | f bath | k sleep |
| b night | g shower | l book |
| c work | h music | m meetings |
| d holiday | i course | n daydreaming |
| e desk | j court | |

2 & 3 Students' own answers

4

That the company could save money by reducing the bonus to \$50.

5 & 6 Students' own answers

Suggestions

1 Students' own answers

2

- 1 What if we offered it on a sale or return basis? (d)
Another option would be to sell it direct online. (b)
- 2 Supposing we bought the company out? (i)
Alternatively, we could just manufacture our own components. (j)
- 3 How about raising prices? (g)
The answer could be to shift production to somewhere like South-East Asia. (a)
- 4 Why don't we delay the new product launch? (c)
Couldn't we just sell it off at a discount? (f)
- 5 What about encrypting our most confidential information? (e)
Maybe it's time we involved the police. (h)

3

Extract 1: To sell it direct online.
 Extract 2: They will go out of business.
 Extract 3: It's a very price-sensitive market.
 Extract 4: The product development cycle is short so old stock piles up.
 Extract 5: They may be able to use the spy to feed false information to the competition.

4 Students' own answers

5

- a wouldn't have; 'd priced
- b 'd known; could have
- c 'd been; wouldn't be
- d 'd discounted; wouldn't have
- e would have; 'd thought

1 a, b and c

2 d and e

Problem-solving techniques

1

- | | | |
|--------------|-------------|-------------|
| a define | e break | i explore |
| b brainstorm | f restate | j eliminate |
| c review | g invite | k draw up |
| d select | h criticize | l assign |

2

- 1 b 2 i 3 d 4 f 5 g 6 a 7 c 8 j
 9 k 10 h 11 l 12 e

Everyday problems

1, 2 & 3 Students' own answers

Creativity

1 & 2 Students' own answers

A problem-solving meeting

1 Students' own answers

2

Sony® Ericsson

Whilst on a business trip to New York back in 2001, you find yourself walking down the famous Fifth Avenue when you are approached by an attractive young woman. 'Excuse me,' she says. 'Would you mind taking a picture of me and my boyfriend?' 'Sure,' you reply. 'Thanks a lot!' she smiles and hands you what looks like an ordinary mobile phone, although you notice the screen is full colour. 'But this is a phone, isn't it?' you ask. 'Yeah,' she laughs, 'and a camera! You just press this key here. See? Simple.' You take a couple of shots and remark that it's the first camera-phone you've ever seen. 'Cool, isn't it?' says the boyfriend. 'Latest Sony Ericsson.' You're impressed and decide to check it out next time you're passing a mobile phone store. The rest, of course, is history and today cameras come as standard on every single smartphone.

But what you didn't know at the time is that those two young tourists were actually actors and were being paid to approach passers-by like yourself. They were part of a special campaign by Sony Ericsson. Called 'buzz marketing', the idea was to create publicity for the phone by introducing people to the product and, basically, getting them to want it! In fact, for this particular campaign Sony Ericsson hired 60 actors to do this every day in ten different cities all over the United States.

Buzz, or word-of-mouth, has now been proven to be the most effective form of marketing in an age when there's so much conventional advertising we've largely learned to ignore it. And, while some say buzz marketing raises ethical questions, the companies who use it stress that the strategy is not to sell but simply to inform. Ethical or not, it's a technique now employed by many of the world's most famous brands. Where product placement places products

in movies, buzz marketing places products in your life! And if you think you yourself have never met a buzz marketer – in the street, on the train, at the coffee-bar – well, that’s the whole point!

Tata Steel

Tata Steel’s managing director, Dr Irani, quickly realized that, whereas in the West there is more provision for those who are made redundant in the form of social security, he had a special responsibility to his own employees. So, he first spent almost a year convincing his people of the need for rightsizing the company.

Then, working in partnership with the workers’ union, he developed what he called ‘the early separation scheme’ or ESS. Within the terms of the ESS, those under 40 years of age who took voluntary early retirement would get their full salary for the rest of their working lives. And older workers would get 20–50% more than their full salary! Furthermore, if they died before reaching retirement age, their families would be paid their salaries for the remaining years. Irani’s generosity to his employees looked like madness. And when an Indian industrialist heard about the scheme, he sent him a note saying: ‘You either have too much money or not enough brains!’

But Irani knew exactly what he was doing. For the amount the workers who voluntarily left the company got paid remained constant. Had they stayed, it would have gone up annually. And by saving on the extra payroll tax and pension plan contributions, Tata Steel’s labour costs declined immediately. Tata ran 40 ESS schemes over the next decade. As a result, by 2004 the workforce had been reduced by 30,000.

But Irani went even further. Instead of offering guaranteed jobs to the children of loyal employees, he began to offer them training at the newly set-up RD Tata Technical Institution. If he could not offer the next generation employment, he could at least increase their employability. And for those who left the company, there was free financial advice and career counselling. Tata is now a textbook case of humane human resource management and a model corporate culture. And this, together with a one billion-dollar investment, has made Tata Steel the highly efficient, globally competitive firm it is today.

Language links

Vocabulary

1

- | | | |
|-------------------|-------------------|----------------|
| a products | e products | i staff |
| b both | f staff | j staff |
| c products | g products | k staff |
| d staff | h products | l both |

2

- | | | |
|-------------------|--------------------------|-------------------|
| a recruit | g down tools | l resign |
| b take on | h take industrial | m motivate |
| c relocate | action | n inspire |
| d transfer | i instruct | |
| e lay off | j teach | |
| f dismiss | k quit | |

3

- | | | |
|------------------------|-----------------------|------------------------|
| a unreliable | h uninspiring | o unsupportive |
| b inflexible | i uncommitted | p incompetent |
| c disorganized | j impractical | q unassertive |
| d impatient | k inarticulate | r unsociable |
| e irresponsible | l dishonest | s inconsiderate |
| f uncreative | m irrational | t uncompetitive |
| g inconsistent | n indecisive | |

4

- | | | |
|------------------------|-----------------------|----------------------|
| a creative | f disorganized | k consistent |
| b inflexible | g committed | l uncommitted |
| c supportive | h indecisive | m competitive |
| d incompetent | i inspiring | n unsociable |
| e inconsiderate | j unreliable | |

5

- | | | |
|--------------------|---------------------|----------------------|
| a go out of | c scale down | e reintroduce |
| b halt | d withdraw | f reduce |

6

- | | |
|------------------|--------------------------------|
| a launch | d halt |
| b step up | e withdraw; reintroduce |
| c boost | |

Grammar

1

- | | |
|------------------------------|------------------------|
| a Past Perfect | d 3 and 6 |
| b would, could, might | e 1, 2, 4 and 5 |
| c Present Perfect | |

2

- | | |
|-----------------------|---------------------------|
| a done; have | d promised; would |
| b would; could | e have; known |
| c could; tried | f hadn’t; wouldn’t |

Example b does not contain the Past Perfect.

Phrase bank

- | | | | |
|--|---------------|---------------|---------------|
| a 3, 7 | b 5, 8 | c 1, 6 | d 2, 4 |
| a sell it online; sold it online | | | |
| b to sell it online/selling it online | | | |
| c sell it online; sold it online | | | |
| d sell it online | | | |
| e selling it online | | | |
| f to sell it online | | | |
| g sell it online | | | |
| h sell it online | | | |
| i selling it online | | | |
| j to sell it online | | | |

In both cases, *sold* makes the suggestion more tentative/hypothetical.

Unit 16 Collaboration

1, 2 & 3 Students' own answers

4

- a reliable d supportive g co-operative
 b constructive e flexible
 c committed f engaged

5

Suggested answers

- a T.E.A.M. = together everyone achieves more;
 P.P.R. = positives, possibilities, reservations
- b Teams obviously don't always function better than individuals.
 Pros: you can draw on a wider pool of talent; you can be more innovative; you can delegate more; you can work faster and accomplish more within a timeframe – as the Japanese say, 'none of us is as smart as all of us'!
 Cons: there can be personality clashes; some team members may not do their share of the work; some may not buy into the project as much as others; if the team is multicultural and/or virtual, there can be communication problems; some members may not have as much support from their line managers as others.
- c In a good team, synergy is created when people combine their efforts to be more effective than they are as individuals – 'the sum of the parts is greater than the whole'.
- d People used to working on their own may find it hard to adjust to teamwork. This is especially true if they have a lot of personal ambition and a drive to compete rather than collaborate. Put two or more such people together and you have a battle of egos! And one way for them to do battle is to try to win arguments with each other and score points with the boss. Claiming group ideas as your own and saying 'I told you so' when things go wrong are common ways of scoring points.
- e Cultures which are described as collectivist (Geert Hofstede) or communitarian (Fons Trompenaars) tend to be more accustomed to working in groups and putting group needs first. This needn't just be a question of national culture, however. Many Asian cultures are quite strongly collectivist, but their corporate culture may also be rather hierarchical, with the boss very much in charge. On the other hand, corporate cultures where the hierarchy is flatter may be better suited to self-managed teams (SMTs).
- f P.P.R. is a good example of a communication technique that encourages collaboration even when there are disagreements and that values contributions from all team members.

6

Answer c is correct.

7

- a Go ahead with what's best, based on what's been agreed at the planning meetings with KNP, and just ask them to confirm those decisions.
- b He likes the fact that KNP simply has to say yes or no to each decision because this will make replying easier for them. He likes the fact that knowing that the project team is going ahead as agreed will make them respond faster if they've changed their minds.
- c KNP could be given more progress reports to involve them more in the project. Decisions KNP needs to approve could be given a priority-rating to make sure they notice the important ones. Elaine's idea could be combined with Kevin's idea of setting up a client extranet where KNP can check on progress at any time and approve actions simply by clicking on a button.
- d Some decisions require such an investment of time and resources that they may need more client involvement before action is taken. KNP may sometimes feel that control is being taken away from them.

8

Suggested answers

- a Perhaps you could electronically tag the shopping carts so that they set off an alarm or lock the wheels when removed from the supermarket car park; provide a free service for those (such as the elderly or disabled) who are unable to carry their groceries home; hire contractors to hunt down abandoned shopping carts; produce a series of posters ridiculing cart-thieves; petition the government to increase fines for the offence of stealing shopping carts.
- b Perhaps you could make it possible for customers to upload their photo to your website and superimpose the jewellery onto their picture; produce high-definition videos of all your products, so that customers get a more three-dimensional feel for what they are buying; set up customer feedback blogs for each product, so people can share views on products they've bought; pre-pay for return of goods and not invoice customers until their product orders have arrived and been tried on.
- c Perhaps you could increase staff salaries in quarterly increments to reward loyalty; rotate staff so that they deal with different kinds of enquiry to prevent the boredom of routine; provide regular (and fun) training events; offer fringe benefits to long-term employees (health or social club membership, subsidized mobile phone accounts, a loyalty-points-based gift programme); give more experienced staff responsibility for training more junior members; give staff with the best customer feedback each year the opportunity to receive a management education and become a manager.

4 Students' own answers

An urgent matter

1

1 A 2 G 3 F 4 E 5 C 6 B 7 D 8 H

2 Students' own answers

3

- a this is just a quick reminder
- b the report was due yesterday
- c email me if you're having problems
- d room to negotiate on fees
- e fully itemized costs
- f quote precise figures
- g give a rough estimate
- h set and stick to a budget
- i sorry for the delay in getting back to you
- j send a first draft of the report as an attachment
- k a detailed breakdown of costs for the project
- l be under pressure from head office
- m get a proposal in on schedule
- n let me know what the position is asap

Dealing with messages

1-7 Students' own answers

Language links

Vocabulary

a, i b, f c, e d, k g, j h, l

Grammar

1

a 1 b 3 c 4 d 2

2

- a Fritz said he was ready.
- b Akio said he was going to wait and see.
- c Claire said she had had enough.
- d Philippe said he had to be going.
- e Maria said she would be in touch.
- f Sergio said he just couldn't face it.

3

a 5 b 9 c 7 d 8 e 1 f 10 g 6 h 3
i 2 j 4

4

Suggested answers:

- a He said his name was James Bond.
- b He asked Sam to play it.
- c He asked me if I was talking to him.
- d He informed her that he didn't give a damn.
- e She invited me to go up and see her some time.
- f He told us to hang on because he'd got a great idea.

g He wanted to know what the Romans had ever done for us.

h He invited him to make his day.

5

- a raised
- b invited
- c insisted
- d doubted
- e pointed out
- f agreed
- g wondered
- h suggested
- i came in
- j reminded
- k explained
- l added
- m warned
- n assured
- o recommended

Phrase bank

- a opening
- b managing the agenda
- c interrupting
- d handling the technology
- e managing the discussion
- f time-keeping
- g closing

Unit 19 Negotiating

1, 2 & 3 Students' own answers

4

- a 1 create rapport
- 2 agree on a procedure
- 3 set out proposals
- 4 listen and take notes
- 5 have lunch
- 6 make counter-proposals
- 7 bargain
- 8 agree terms
- 9 close
- 10 celebrate
- b opening position, target position, walk-away position, fall-back position, best alternative to a negotiated agreement
- c Most people have an 'I win – you lose' mentality.
- d 1 Don't get personal.
- 2 Don't agree to anything until you've discussed everything.
- 3 Don't make any concessions without asking for something in return.
- 4 Ask lots of questions.
- 5 Don't give in to pressure.

Directness

1, 2 & 3 Students' own answers

4

- a Unfortunately, that would not be possible.
- b We would find it quite difficult to go higher than seven per cent.
- c I'm afraid we're not in a position to accept less than \$5 a unit at this stage.
- d You may have to pay slightly more if you want that.

- e We would need some kind of commitment from you now.
- f Shouldn't we spend a little more time looking for a compromise here?
- g Wouldn't it be better to agree on a price before we go any further?
- h We were hoping you'd be able to pay a deposit today.
- i It might not be very easy to get my boss to agree to this.
- j I think that's about as far as we can go at the moment.

5

They use less direct language.

The language of negotiations

1

Client counter-offer: 7 million euros
 Project to be completed within 18 months
 Plant to be operational by next September
 Our revised bid:
 2 million euros in advance
 2 million euros mid-contract
 3.2 million euros on completion
 Total: 7.2 million euros
 Schedule overrun penalty: 25,000 euros per week

2 Students' own answers

3

No. seminars: 8 over 6-month period
 No. trainers: 3
 Materials to be approved
 Max. no. participants per seminar: 16
 Full fee: £24,000
 Discount: 15% = £3,600
 Final fee: £20,400
 25% non-refundable deposit = £5,100

4

Yes, it is a win-win negotiation. Both sides make concessions but both gain something in return and they end up happy.

5

- | | | |
|---------------|--------------|-------------|
| a position | h stage | o price |
| b suggestion | i acceptable | p more |
| c alternative | j correctly | q option |
| d clear | k condition | r agreement |
| e compromise | l about | s drink |
| f problem | m for | |
| g offer | n at | |

The advice is: Never lose your temper

The transfer

1

- | | |
|--------------------------|-------------------------|
| a current market value | f merchandising outlets |
| b corporate image | g blue-chip company |
| c money-making industry | h sponsorship deal |
| d stock market flotation | i strong brand |
| e media coverage | |

2

Suggested answers

- 1 Lost tribe
- 2 Multinational corporation
- 3 Money-making industry
- 4 Merchandise
- 5 Sponsorship deals

3 & 4 Students' own answers

Language links

Vocabulary

1

- | | |
|------------------|------------|
| a a deadlock | d terms |
| b a breakthrough | e pressure |
| c time out | f options |

2

- | | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|
| a B | b S | c B | d S | e B | f S | g S | h B |
| i E | j E | k B | l S | m S | n B | o B | p E |
| q E | | | | | | | |

3

- | | |
|--------------|------------|
| a order | g price |
| b immediate | h hidden |
| c a discount | i payment |
| d give | j sort out |
| e times | k price |
| f meet | l trial |

Grammar

Suggested answers:

- a Unfortunately we would need something cheaper.
- b We would be less interested in your economy model.
- c Unfortunately, it may not be very easy to sell the idea to my boss.
- d Shouldn't we be a bit nearer a decision by now?
- e I'm afraid we might not be able to pay straight away.
- f I'm not in a position to make any promises at this stage.
- g We would find this a little difficult to accept at the moment.
- h I understood that you wanted immediate delivery.
- i To be honest, we were hoping you would provide after-sales service.
- j Our discussions haven't been very productive so far.
- k Wouldn't a fixed interest rate be better?
- l We were aiming to get slightly further than this this morning.

Phrase bank

- a** create rapport 2, 11
- b** agree a procedure 6, 9
- c** put forward proposals 8, 10
- d** check the facts 1, 12
- e** enter the bargaining phase 3, 5
- f** work out the details 4, 7

Unit 20 Assertiveness**1** Students' own answers**2**

- a** down; on
- b** Under; down
- c** in; in
- d** on; off

3

Suggested answer

The author says that both corporate and national cultures can affect how assertive employees feel they can be. But the two cultures can also be different, especially in multinational companies, where the corporate culture often reflects the cultural attitudes of the parent company rather than those of the country where the offices and plants are located.

4

Austria (11) New Zealand (22) Germany (35)
USA (40) Argentina (49) Japan (54) France (68)
UAE (80) Malaysia (104)

5

- is open and honest 4
- stands firm 4
- uses sarcasm 1
- avoids conflict at all costs 2
- gives in too easily 2
- hides their true feelings 2
- uses emotional blackmail 3
- plays the victim 3
- disregards your feelings 1
- loses their cool 1
- pulls rank 1
- tries to get you on their side 3
- keeps their cool 4
- is respectful 4
- shows empathy 4

6**The Bulldozer**

Pros: You may get what you want from more passive communicators in the short-term.

Cons: You'll get into a lot of fights with other aggressive communicators; very few people will want to deal with you in the future as you'll get a reputation for being selfish and inflexible.

The Doormat

Pros: If it's a quiet life you want, you'll avoid quite a lot of conflict at work this way.

Cons: You'll be pushed around and overloaded with work, which may create conflict at home; you'll never be a leader if you can't stand up for yourself.

The Prima Donna

Pros: Depending on how good you are at being manipulative, you may get your own way for a while.

Cons: If other people think they are being manipulated, they will begin to feel used and this may cause them to become aggressive; once you have a reputation as a prima donna, your emotional outbursts and flattery will never work again.

The Rock

Pros: You will generally get what you want without damaging your relationship with those you work with; you'll get a reputation for being strong but reasonable – just the sort of person to get promoted!

Cons: There are no real cons as long as you never let your assertiveness degenerate into aggression in difficult conversations.

7

Version 1

- a** Carmen is rather aggressive and bulldozes through Lars's weak objections. Lars is fairly passive throughout their conversation. He does try to make his excuses, but is mostly ineffectual.
- b** At first, Carmen doesn't really listen to Lars at all. When she finally realizes he has a social engagement, she's totally unsympathetic and even ridicules the local custom of eating dinner earlier than she's used to. Culturally, she doesn't seem to be very sensitive!
- c** The apologies and the constant butts make Lars sound too defensive. He's the one doing Carmen a favour. He shouldn't need to defend himself.
- d** Carmen doesn't seem to see the favour she's asking for as a favour at all. She sees it more as an obligation. This is reflected in the language she uses: 'You should put your job before partying with your friends', 'You have to help me with this presentation'. The effect is quite threatening. It works this time because Lars is behaving so passively. But it wouldn't be surprising if he eventually starts looking for another job!

Version 2

- a** This time Carmen’s style is mostly manipulative. Her strategy seems to be to present herself as the overworked victim, whom only Lars can help. For his part, Lars is much too aggressive in his response to her – at times almost insubordinate!
- b** Carmen doesn’t directly bully Lars, but she does use a combination of flattery (telling him he’s the best in the office at what she needs him for) and blackmail (suggesting that he might be replaced at the Rio conference by a junior member of staff with a better attitude).
- c** Sarcasm is rarely an effective tactic in a conversation as it makes the other person look stupid – not a great idea when the other person is the boss, even in an egalitarian work environment! Sweeping generalizations (‘You’re always doing this me’, ‘Why don’t you ever give me any notice?’) are also ineffective as it’s easy to contradict them by giving an example of when the thing you’re being accused of didn’t happen. To be assertive you need to be specific not vague.
- d** Considering all the emotions flying around, the outcome of the conversation is at least partly successful. But it’s really just a compromise where neither person gets exactly what they want. And how likely is it that Carmen’s presentation will be finished in an hour?

Version 3

- a** This time both Carmen and Lars are assertive. Both stand their ground, but there’s no bullying or emotional blackmail, no sarcasm or sweeping generalizations. And both clearly express how they feel.
- b** Both speakers use plenty of expressions to show they are listening and understand the other’s position: ‘I realize it’s rather short notice’, ‘Normally, I’d be happy to help out’, ‘I appreciate that you’ve got plans’, ‘I understand that, yes’, ‘It sounds like you have a busy evening ahead’, ‘I understand this is very inconvenient for you’. This keeps the tone neutral and avoids self-justifications.
- c** Both techniques work well. Clearly stating how you feel using I-statements is very effective because how you feel can’t be questioned. Only facts can be questioned. If I say ‘You’re pressuring me’, you can say ‘No, I’m not!’ But if say ‘I feel like you’re pressuring me’, you can only say ‘Well, that’s not my intention’. Repeating your assertion (‘I can’t this evening’) if said non-aggressively and without apology is also difficult to argue against. Some people call this technique the ‘Broken Record’ because you keep saying the same thing.
- d** The conversation ends quite well. Lars doesn’t give in to pressure and ruin his social plans, but he does offer to help Carmen in three other ways – by asking Joanna to assist her instead, by looking at some of her slides before going to bed and by coming in early in the morning to start work on her presentation. Carmen closes by validating their working relationship – ‘I’m glad we managed to sort this out’ – and saying she hopes he enjoys his party. She hasn’t got exactly what she wanted, but things might even work out better this way overall.

8

- a** Don’t **b** Do **c** Do **d** Don’t **e** Don’t **f** Do
- g** Do **h** Do **i** Don’t **j** Do **k** Do **l** Do

9 Students’ own answers

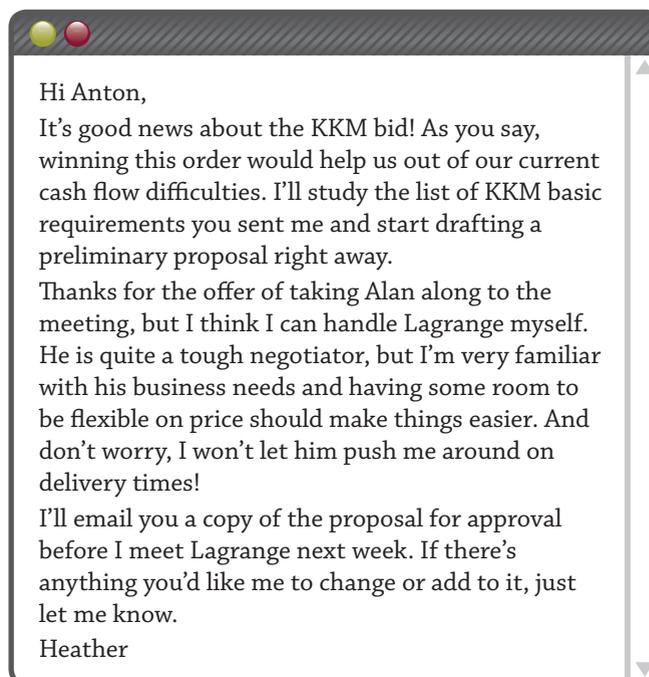
Management scenario E: The difficult customer

1

- a** Definitely not! Anton is presumably trying to be funny. It seems that Heather has had experience of dealing with Lagrange before and he has a reputation for being a tough negotiator who pushes for fast delivery.
- b** The KKM bid is for a new management information system. Winning the KKM order would help FIS out of its current cash flow difficulties.
- c** Heather knows more about KKM’s business than anyone else at FIS.
- d** He gave her the authority to be flexible on price to win the order, but to insist on at least 6–8 weeks’ lead-time to design and set up the system for KKM.
- e** Anton thought Heather might like some support from Alan at the meeting with Lagrange. As the KKM order is so important to FIS, perhaps he also wants someone to keep an eye on things and make sure Heather doesn’t have any personal issues with Lagrange.

2

Model answer



3

Suggested answers

- a** If FIS's competitors have genuinely said they can deliver in three weeks, then Lagrange's demand that FIS match that is reasonable enough. But Heather is under strict instructions from Anton not to promise delivery in less than six weeks, so she cannot be flexible there.
- b** Lagrange certainly has an aggressive negotiation style which is unhelpful. It is perhaps unlikely that all (if any) of FIS's competitors claimed they could deliver in three weeks when Anton has emphasized the impossibility of this. Lagrange may well be bluffing to put pressure on FIS to speed up delivery. However, calling his bluff and breaking off the negotiation is unlikely to be effective.
- c** If Heather had compromised with Lagrange and agreed to deliver the system in less time, she would have made herself very unpopular with Anton and the technical department at FIS. Lagrange seems determined to get delivery in three weeks so a compromise wouldn't have satisfied him either.
- d** At first glance, it seems like no deal could be done here as Lagrange's demand (delivery in three weeks) and Heather's offer (delivery in six weeks) are so far apart. But perhaps Heather has not really explored the reasons for Lagrange's demand enough.

4

- a** In a negotiation, positions are what you want, whereas interests are why you want them.
- b** Taking up positions often leads to a compromise, which satisfies nobody.
- c** Uncovering interests, on the other hand, can lead to finding a solution which satisfies both parties.
- d** The best way to uncover interests is to ask a lot of questions – good negotiators ask twice as many as average ones.
- e** On hearing your counterpart's position in a negotiation, the most important question to ask is: why?

5

Suggested answer

She might have asked more questions to find out the real reason why Lagrange was so insistent that delivery must be in three weeks. There may have been another way she could satisfy his interest.

6

- a** No, he's as aggressive and inflexible as he was the first time.
- b** Heather makes a little more effort to build some rapport at the beginning (e.g. by accepting a coffee she doesn't really want and making a positive comment about Lagrange's office). She also stresses that KKM is a valued client and that she might be able to reduce the lead time from eight to six weeks (of course, she already knew she could manage six weeks!). But, more importantly, she resists the temptation to react negatively to the news that her competitors are apparently offering to deliver KKM's system in three weeks and concentrates instead on trying to find out why Lagrange is in such a hurry.
- c** By separating Lagrange's need to quickly implement his board's decision from his need to have a top quality management information system, she is able to get round the problem of the three week delivery time.
- d** Being a good negotiator, Lagrange remembers not to agree to anything without asking for a concession in return – he asks for the same 5% discount he received last time he did business with FIS. Heather, also a good negotiator, suggests that for such a rush job a 3.5% discount would be more appropriate, but she indicates that this is negotiable.

7 & 8 Students' own answers